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WAR FOOD ADMINISTRATION
Office of Marketing Services

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FISCAL DIVISION MEMORANDUM NO. 6

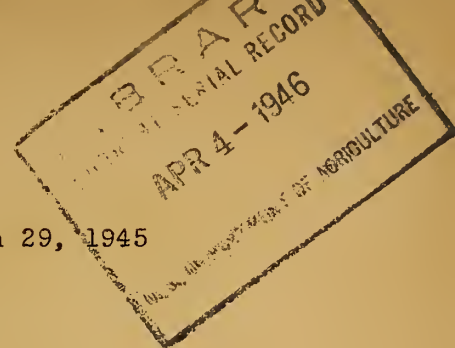
Efficiency Ratings

The purpose of this memorandum is to call the attention of supervisors and employees to the importance and relative meaning of Efficiency Ratings. There is a tendency on the part of many employees to lose sight of the true significance of the terms used in denoting the various ratings. It should be borne in mind that a rating of "Good" does not apply to a subnormal employee but to an average employee who is entirely adequate but neither outstanding nor deficient. In a normal group the number falling in this classification would be greater than that in any other classification.

Ratings of "Excellent" or "Very Good" can apply only to those whose performance is outstanding or exceptional. It is only natural that every employee should strive to attain a rating of excellent but few achieve that goal. The current shortage of manpower has, in many instances, resulted in more rapid promotion of older employees and higher classification of new employees than in normal times. This means that a greater number of employees have been placed in jobs requiring a higher degree of performance than would have been normally required. This would tend to reduce the number of high ratings.

On the other hand there are many instances where supervisors have not had a great deal of time to acquaint themselves with the work of all the employees to be rated. In such cases care should be taken by rating officials to avoid the injustice of underrating employees without proper knowledge of their qualifications. Supervisors should also take care to avoid underrating employees whose failure to produce the desired amount or quality of work may have resulted from inadequate supervision. A frank open-minded discussion between supervisors and employees concerning the work will assist in acquainting rating officials with the true qualifications of those to be rated as well as the reasons for poor performance.

Efficiency ratings are particularly important this year because of the possibility of separations resulting from the return of employees on military furlough or reductions in force. Since the efficiency rating constitutes an important factor in determining the position of the employee on the Separation Register, a special effort should be made to arrive at an accurate, unbiased rating in each case.




Supplement No. 2 to the Efficiency Rating Manual for Departmental and Field Services, 1944 dated February 12, 1945, which has been distributed recently to all offices of the Fiscal Division, should be read carefully by all rating and reviewing officials. For instructions relative to the elements to be rated, see OMS Manual Insertion 317.1 dated March 13, 1945, "Standard Element Markings of Efficiency Ratings."

In cases where employees feel that they have been rated unjustly it would be well for them to consider seriously the following questions:

1. Have you been thorough in your assignments?
2. Has it been necessary for your work to be continually scrutinized and corrected?
3. Has your production been above the average, average, or below average?
4. Do you require continual supervision both as to dependability and production?
5. Have you attempted to learn why the duties you perform are necessary?
6. Do you know how your work relates to the work of your fellow employees or to other Units and Sections?
7. Do you know what effect your errors have on other records or subsequent actions?
8. Do you attempt to justify your own errors and attitude by blaming your fellow workers?
9. Do you attempt to assist your fellow workers when occasion demands?
10. Have you done anything to make yourself more valuable in the performance of your present duties or future assignments?
11. Have you done anything to make yourself less valuable in the performance of your present duties or future assignments?
12. Although your present assignment may not be to your liking or to the limit of your qualifications, have you performed such assignments to the best of your ability?

13. Have you studied changes of procedure in order that you might follow it correctly?
14. Do you deliberately or unintentionally annoy your fellow workers?
15. Do you recognize irregularities when they arise, or do you pass them by as regular routine cases without calling them to the attention of the proper persons?
16. When you need assistance in making a decision, do you first acquaint yourself with all of the facts in the case and decide in your own mind what should be done, having such decision verified; or are you satisfied to have someone else assemble the facts and tell you what to do? It is difficult to ask assistance if you don't know what you are trying to find out.
17. If you need assistance with certain cases, do you try to reason as to why it should be done the way in which you are instructed, so that you may use this as a precedent in the future in similar cases?
18. Do you profit from experience?
19. You are paid to be on duty during officially designated working hours. Do you work these hours, or
 - (a) Do you delay starting upon your assigned duties until several minutes after the opening of business?
 - (b) Do you cease work several minutes before closing time to prepare for departure?
 - (c) Do you take excessive time out during working hours to obtain refreshments?

It is suggested that true answers to these questions may disclose many instances in which duties could have been more efficiently discharged.


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